



REPUBLIC OF KENYA  
MINISTRY OF DEFENCE



THE NATIONAL ARCHIVES  
PAPERS 1411  
07 MAR 2023  
TUESDAY  
The Leader of the Majority  
Party (LOM)  
Inzofy Mwale

# ANNUAL PERFORMANCE REPORT FY 2021/22





REPUBLIC OF KENYA  
MINISTRY OF DEFENCE

THE NATIONAL ASSEMBLY  
PAPERS LAID

DATE: 07 MAR 2023

DAY:

TUESDAY

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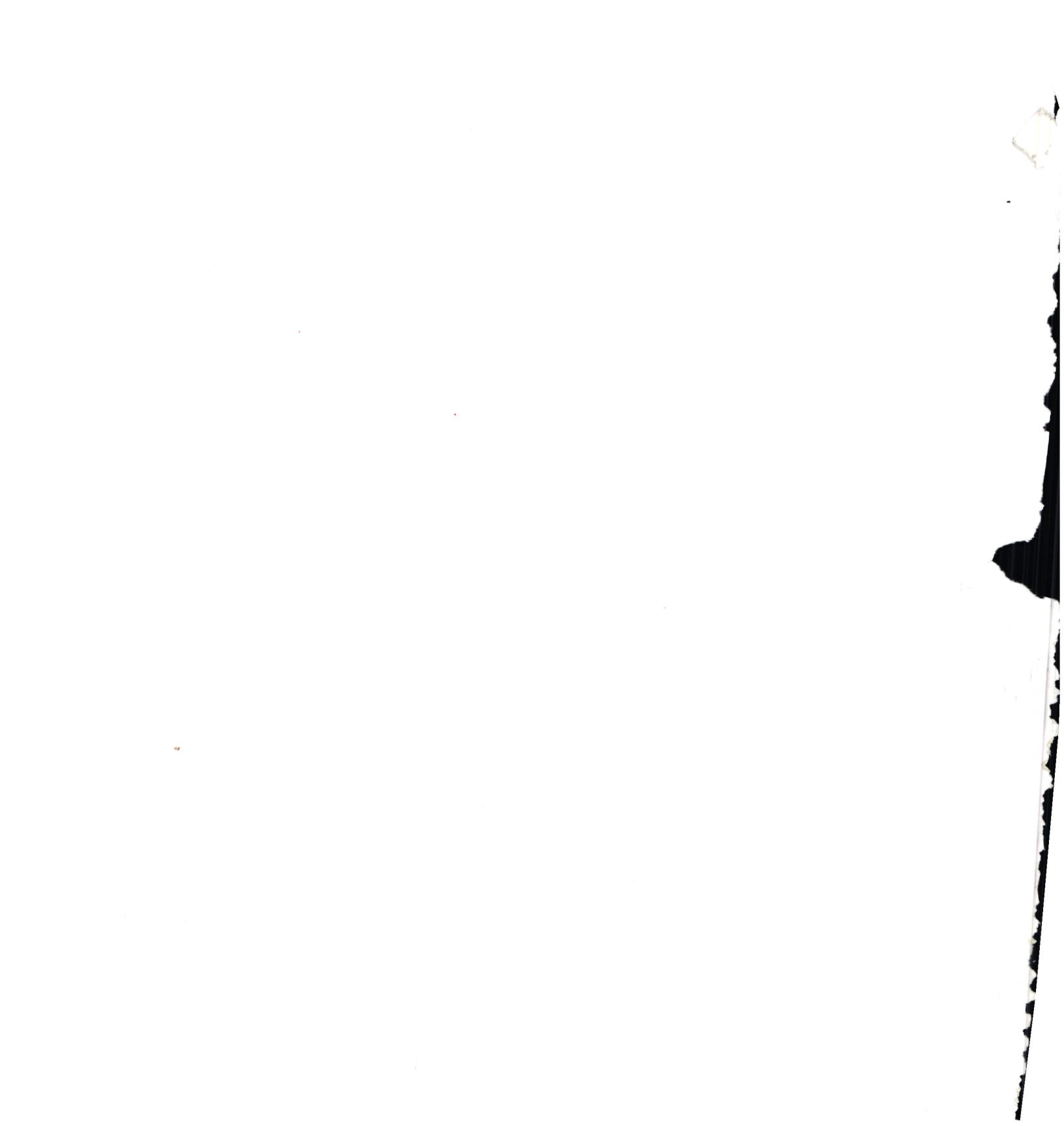
The leader of the  
Majority Party (LOM)

Inzofu Mwale

# ANNUAL PERFORMANCE REPORT FY 2021/22

DECEMBER 2022





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*H.E the President and Commander in Chief of the Defence Forces, Dr. William Ruto receives instruments of power from his predecessor, H.E Uhuru Kenyatta during the inauguration ceremony on 13/9/2022 at the Moi International Sports Centre, Kasarani.*

## MESSAGE FROM THE CABINET SECRETARY



In fulfilment of Articles 153 (4) (b) of the Constitution and Section 10 (h) of the Kenya Defence Forces Act No. 25 of 2012, it is my privilege and distinct honour to present the Annual Performance Report of the Ministry of Defence for the Financial Year 2021/22.

The mandate of the Ministry of Defence (MoD) is to provide national defence policy direction and general administrative support to the Kenya Defence Forces (KDF) in order to fulfil its constitutional obligation as stipulated in Article 241 (3) (a), (b) & (c) of the Constitution. The spectrum of our commitments is wide, stretching from providing effective defence and protection of our Republic to enhancing regional and global security through agile, modern, affordable and technologically advanced defence capabilities.

As we undertake all these, we have to ensure that we institutionalise excellence, memorable legacies, good governance and accountability, and a corporate body that reflects the demographics of our country. At the centre of all these, in a democratic set up, is the Defence Council which, under the guidance of the Cabinet Secretary enshrines the principle of civil oversight and civil-military relations.

Peace in Kenya is not enough if there is no peace in the region. Exporting peace to our neighbours



is the biggest investment since in the absence of peace, a country may not achieve much in terms of development and national growth. To this effect, I extend my warm appreciation to our brave men and women who have played a pivotal role in restoring peace in volatile Somalia under the African Transition Mission in Somalia (ATMIS). We are aware that Al-Shabaab still poses a great threat to our security, the stability of the region and the international economy of which our geo-political position is a vital nerve centre.

We applaud our soldiers' high sense of discipline, professionalism, bravery and integrity. It is on this foundation that they have, over the years, been deployed to various parts of the world for peace keeping operations. Under the United Nations umbrella, we despatched our troops to the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO).

It is envisioned that our soldiers along with those of our allies will make it possible for our neighbours to make significant steps towards making the lives of their populace better day by day. Although the situation has not fully stabilized, I am glad to note that the threat especially in Somalia is not as rampant as it were before we deployed our troops.

Just as I committed when I joined the Ministry recently, I reaffirm my total support to the KDF in its expansion and modernization programmes, since we have an obligation to equip our soldiers with the best, most modern equipment our nation can

provide. It is a prerequisite for mission readiness. We shall continue to train the civilian component to be able to execute a high level of coordination and oversight.

Further, the welfare and morale of our soldiers shall be central to my priorities. The Defence Council shall do everything possible to ensure that our troops, as well as their families have decent housing and world-class healthcare. The health facilities shall be sufficiently equipped with state-of-the-art equipment, personnel and medicine to help meet the health demands of our troops.

We also celebrate the signing of the Military Veterans Bill into law. The Act will establish a regulatory and institutional framework for the management of military veterans' affairs for the provision of benefits to military veterans and their dependants. This and many other initiatives are a series of complementary steps designed to make the Defence Forces an attractive and professional career option.

The Ministry will endeavour to refine and implement annual plans and budget processes to improve the Defence Forces readiness. We will continue to strengthen our national defence and intensify regional and international cooperation to ensure that KDF capability meets the requirements of a modern security environment.

I am looking forward to steering a rapidly modernising force and civilian component, working in a well-organised Ministry with proper systems

of control and staffed with highly professional, intelligent and patriotic personnel.

I most sincerely thank Chief of the Defence Forces, Gen R K Kibochi, the Principal Secretary, Dr Ibrahim M Mohamed, Vice Chief of the Defence Forces, Service Commanders and Ministry of Defence staff whose expertise, commitment and cooperation ensured the accomplishment of the Ministry's goals that gave an Excellent mark in the FY 2021/22 Performance Contract.

I express my deepest gratitude to His Excellency the President for the leadership he provided to the Ministry and the Government as a whole for

providing funds. The Ministry also appreciates the cooperation and collaboration with Parliament, the National Treasury and other stakeholders.

Finally, I submit this Annual Performance Report for the Ministry of Defence for the FY 2021/22.



**Hon Aden Bare Duale, EGH**  
*Cabinet Secretary for Defence*



# EXECUTIVE SUMMARY

In compliance with the Ministry of Defence (MoD) Constitutional Mandate, this statutory report for FY 2021/22 is presented to His Excellency the President and Parliament.

The period under review was marred with a myriad of challenges but the Ministry remained steadfast on its core mandate of defending and protecting the sovereignty and territorial integrity of the Republic. MoD further committed to assisting and cooperating with other civilian authorities in situations of emergencies and/or disasters as well as restoring peace in any part of Kenya affected by unrest or instability whenever called upon.

The Ministry through the Kenya Defence Forces (KDF) deployed troops in troubled areas of Turkana, Laikipia and Baringo to enhance security and restore peace in the regions that have been under constant threat of bandits and cattle rustlers. Under Operation Amani Boni (OAB), the KDF troops continued to manage and silence the wave of attacks in Lamu orchestrated by the Al-Shabaab militia. Our highly dedicated, professional, gallant and disciplined men and women have always been willing to go an extra mile to safeguard not only our country's peace and security but also that of the region.

The Ministry further steered efforts to remain a premier, credible and mission-capable Force deeply rooted in professionalism and endeavoured to upscale efforts to build capacity and capability in strategic areas among them; command, control, intelligence, modernization, troops morale and welfare, force capability and enhancement as well as research and development.

The civilian component continued to play a pivotal role in technical support, oversight and strategic guidance that ensured the Ministry achieved its overall mandate. To better discharge their supportive role, the civilian component undertook periodic training to enhance their capacity and skills in strategic areas of policy formulation and implementation, administrative support services, infrastructure development and maintenance, defence diplomacy as well as strategic communication.

However, in the course of the period under review, the Ministry encountered a variety of challenges key among them budgetary constraints to fully implement projects. This is a challenge that was experienced by all Ministries, Departments and Agencies as occasioned by the struggling economy as a result of the prolonged political season, the conflict between Russia and Ukraine as well as the global Covid-19 pandemic.

The challenges derailed the realisation of key achievements of the expansion and modernization of our Defence Forces and other critical projects across various parts of the country. Nonetheless, the Ministry endeavoured to undertake cost-cutting measures and prudent use of limited resources to address the most critical financial needs.

The Ministry remains committed to undertaking its core mandate and any other assigned task by the Commander-in-Chief and Parliament from time to time.

# ACRONYMS AND ABBREVIATIONS

1 KR	-	1st Kenya Rifles Battalion of the Kenya Army
AGPO	-	Access to Government Procurement Opportunity
AMISOM	-	African Union Mission in Somalia
Ammo	-	Ammunition
ASK	-	Agricultural Society of Kenya
ATMIS	-	African Union Transition Mission in Somalia
AU	-	African Union
CAD	-	Computer Aided Design
CAR	-	Central African Republic
CDF	-	Chief of the Defence Forces
C-in-C	-	Commander-in-Chief
CPX	-	Command Post Exercise
DCU	-	DHQ-Controlled Unit
DEFTEC	-	Defence Forces Technical College
DFMH	-	Defence Forces Memorial Hospital
DHQ	-	Defence Headquarters
Dir of Admin	-	Director of Administration
DLP	-	Defect Liability Period
DRC	-	Democratic Republic of the Congo
DSC	-	Defence Staff College
EAC	-	East African Community
EASF	-	Eastern Africa Standby Force
ECA	-	Export Credit Arrangement
EMECP	-	Energy Management and Environment Conservation Policy
ESP	-	Environmental Soldier Programme
FY	-	Financial Year
FRRH	-	Forces Referral and Research Hospital
GPA	-	Group Personal Accident Insurance
H.E.	-	His Excellency



HCA	-	Humanitarian Civic Action
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICGLR	-	International Conference on the Great Lakes Region
IGAD	-	Intergovernmental Authority on Development
IPSTC	-	The International Peace Support Training Centre
KA	-	Kenya Army
KAF	-	Kenya Air Force
KCGS	-	Kenya Coast Guard Service
KDF	-	Kenya Defence Forces
KDF-FPF	-	KDF Food Processing Factory
KMA	-	Kenya Military Academy
KMC	-	Kenya Meat Commission
KN	-	Kenya Navy
KNB	-	Kenya Navy Base
KNS	-	Kenya Navy Ship
KNTC	-	Kenya Navy Training College
KOFC	-	Kenya Ordnance Factories Corporation
KSA	-	Kenya Space Agency
KSL	-	Kenya Shipyards Limited
LAB	-	Laikipia Air Base
LED	-	Light-Emitting Diode
MAB	-	Moi Air Base
MAPEX	-	Map Exercise
MDAs	-	Ministries, Departments and Agencies
MINUSCA	-	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	-	United Nations Multidimensional Integrated Stabilization Mission in Mali
MoD	-	Ministry of Defence
MoH	-	Ministry of Health
MONUSCO	-	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

MWAK	-	Military Wives Association of Kenya
NACC	-	National AIDS Control Council
NDC	-	National Defence College
NDU-K	-	National Defence University - Kenya
NRH	-	Nairobi Regional Hospital
O & M	-	Operations and Maintenance
OAB	-	Operation Amani Boni
Ops	-	Operations
PC	-	Performance Contracting
PE	-	Personnel Emoluments
POM	-	Policy Organs Meeting
PS	-	Principal Secretary
PSO	-	Peace Support Operation
QRF	-	Quick Response Force
RECs	-	Regional Economic Communities
RM	-	Regional Mechanisms
RTS	-	Recruits Training School
SDGs	-	Sustainable Development Goals
SOI	-	School of Infantry
STEM	-	Science, Technology, Engineering and Mathematics
TCCs	-	Troop Contributing Countries
TEWT	-	Tactical Exercise Without Troops
UHC	-	Universal Health Coverage
UN	-	United Nations
UNAMID	-	UN - AU Hybrid Operation in Darfur
UNMISS	-	United Nations Mission in South Sudan



*Cabinet Secretary Hon. Eugene Wamalwa receives a memento from GOC West/Comm Major General Joseph Kivunzi during his visit to the Headquarters Kenya Army on 17 February 2022.*



# SECTION 1

## 1.0 INTRODUCTION

This Annual Performance Report for FY 2021/22 for the Ministry of Defence (MoD) is presented in conformity with Article 153 (4) (b) of the Constitution of Kenya 2010 and Section 10 (h) of the Kenya Defence Forces (KDF) Act, which mandates the Cabinet Secretary for Defence to submit a written report to the President and Parliament on the expenditure, work and accomplishments of the Ministry.

Information on the performance of the Ministry is based on the Ministerial Performance Contract, Strategic Plan, Work Plan, Procurement Plan, Cash Flow Projections and Policy Guidelines as issued by the Government from time to time. The report highlights key deliverables, challenges experienced during the implementation period and proposes recommendations on efficient and effective delivery of defence to meet national security objectives.

### 1.1 Background

MoD continued to execute its mandate as provided for in Article 241 of the Constitution and Executive Orders No. 1 of May 2013 and No. 1 of 14 January 2020 (revised on 27 May 2020). To effectively deliver on its mandate and informed by the emerging threats and prevailing economic situation, MoD continued to focus on its thematic areas, which are: *Command and Control, firepower, information and intelligence, force protection, mobility and sustainment.*

To augment the six functional areas above, the Ministry continued to promote its research, innovation and development capability, strengthening the Civilian Component through budget restructuring and training, infrastructure development and modernization, improving defence policy formulation, enhancing defence diplomacy and strategic communication and promoting space technology.

The Ministry continued to promote regional and international peace and security and was actively involved in Peace Support Operations (PSO) in Somalia (AMISOM/ATMIS), DRC, Mali and Central African Republic (CAR), UNMISS, UNAMID, MONUSCO, QRF 1 & 2, MINUSMA and MINUSCA. MoD also participated in Regional Mechanisms (RMs) and Regional Economic Communities (RECs) activities within the EAC, IGAD, EASF and ICGLR.

### 1.2 Purpose

The Report provides an overview of MoD's performance in the FY 2021/22.

### 1.3 Organization of the Report

The Report is organized as follows:

**Section 1:** The Introduction, which outlines the Background, Purpose, Organization of the Report, Mandate, Vision, Mission, Core Functions, Core Values and Ministerial Objectives.

**Section 2:** The Annual Ministerial Objectives, which provides details of MoD programmes.

**Section 3:** The Accomplishments, which outlines the achievements.

**Section 4:** The Challenges, which highlights some key constraints experienced.

**Section 5:** The Recommendations, which makes proposals for continuous improvement.

**Section 6:** The Conclusion, which summarizes the Report by outlining key areas.

### 1.4 Mandate

Article 241 Section 3 (a), (b) and (c) of the Constitution outlines the mandate of the Ministry as defence and protection of the sovereignty and territorial integrity of the Republic; assist and co-operate with other authorities in situations of emergency and/or disaster; and may be deployed to restore peace in any part of Kenya affected by unrest or instability.

In addition, the mandate and functions of the Ministry have been expanded through various Presidential Orders and Directives to include management of:

- i. Kenya Shipyards Limited
- ii. Kenya Meat Commission
- iii. National Air Support Department
- iv. National Security Telecommunications Service
- v. National Defence University-Kenya

### 1.5 Vision

A premier, credible and mission-capable force deeply rooted in professionalism.

## **1.6 Mission**

To defend and protect the sovereignty and territorial integrity of the Republic, assist and cooperate with other authorities in situations of emergency and/or disaster and restore peace in any part of Kenya affected by unrest or instability as assigned.

## **1.7 Core Functions**

The core functions of the Ministry of Defence - as stipulated in the Executive Order No. 1/2020 of 14 January 2020 (revised on 27 May 2020) - are:

- 1.7.1 National defence policy and management
- 1.7.2 Protection of the sovereignty and territorial integrity of the Republic
- 1.7.3 Support to other authorities in situations of emergency and/or disaster
- 1.7.4 Defence intelligence
- 1.7.5 Coordinate and regulate space-related activities in the country
- 1.7.6 Implement the Kenya Space Policy and related programmes

## **1.8 Core Values**

To achieve its Mission and Vision, the Ministry has a number of values and beliefs, namely:

- 1.8.1 Apolitical
- 1.8.2 Civil Prerogative
- 1.8.3 Loyalty and Commitment
- 1.8.4 Patriotism
- 1.8.5 Professionalism



1.8.6 Integrity

1.8.7 Reliability

1.8.8 Knowledge

1.8.9 Fairness

### **1.9 The Ministerial Strategic Objectives**

MoD mandate is implemented under the following strategic objectives:

1. Develop, maintain and operate a military capable to defend and protect the sovereignty and territorial integrity of the Republic of Kenya.
2. Assist and co-operate with other authorities in situations of emergency or disaster.
3. Develop/review defence policies and co-ordinate their implementation.
4. Promote regional and international security matters.
5. Undertake weapon and systems modernization and build personnel capacity.
6. Undertake research, development and innovation.
7. Accelerate and strengthen institutional capacity-building and processes to enhance oversight and operational efficiency.



*CDF Gen Robert Kibochi (far right) and other senior military officers during a visit at the Nairobi Regional Hospital on 28 March 2022.*

## SECTION 2

### 2.0 MINISTERIAL PROGRAMMES

2.1 In accordance with the National Security Sector Report for FY 2019/20 to 2021/22, the Ministry planned to undertake the following key programmes:

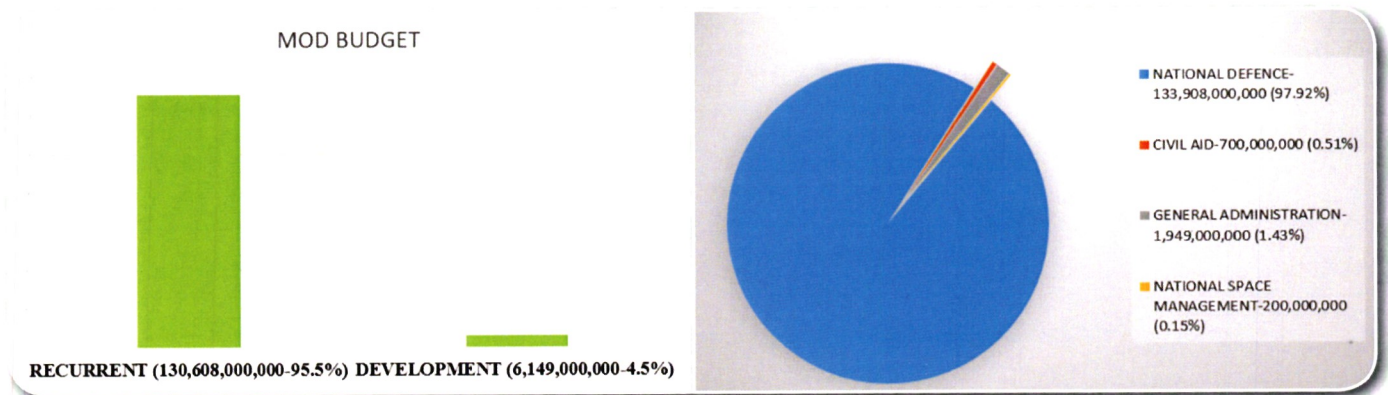
2.1.1 Defence and protection of the Republic of Kenya, the objectives of which are defence and protection of the sovereignty and territorial integrity of the Republic and promotion of regional and international peace.

2.1.2 General administration of MoD, the objectives of which are: formulation, coordination and implementation of policies; administrative support services; and defence diplomacy and strategic communication.

2.1.3 Aid to other authorities, the objectives of which are to assist and cooperate with other authorities in situations of emergency and/or disaster.

2.1.4 National space management, the objective of which is to promote, coordinate and regulate space-related activities in the country.

2.2 To accomplish the set objectives, the budgetary allocation for the Ministry for FY 2021/22 was **KShs. 136.757B** apportioned as shown in the chart below.





## SECTION 3

### 3.0 ACCOMPLISHMENTS

During the period under review, the Ministry scored '**Excellent**' and was given Platinum Award under the Implementation of Citizens' Service Delivery Charter and Business Process Re-engineering indicators in the Performance Contract. The following were the accomplishments:

3.1 Revenue Collection: **KShs 3,921,159,913.00** was collected in the FY 2021/22 being proceeds from UN reimbursements, fees paid to learning institutions, sale of tender documents and proceeds from auction of obsolete assets and stores.

3.2 Performed its core mandate of defence and protection of the sovereignty and territorial integrity of the Republic.



*KDF soldiers on patrol during Exercise Linda Bahari in Boni, Lamu on 15 July 2021*



3.3 KDF maintained its operational readiness by attaining manning availability level of **75.98%** through expansion of establishment.

3.4 To ensure that KDF has the requisite professional skills for the accomplishment of its constitutional mandate, availability of key trained personnel was achieved at **84.80%**.

3.5 During the period, operational equipment readiness - which includes Infantry, Armour, Artillery, Engineers, Communications, Air and Naval systems - stood at **72.09%** through acquisition of new systems and repair of existing ones.



*Soldiers undergo training during a Platoon Sergeants' Course at the School of Infantry in Isiolo on 11 September 2021*



3.6 Development of regional hospitals to cater for the needs of KDF personnel and their families is ongoing. MoD constructed and equipped regional hospitals in Nairobi, Isiolo, Eldoret and Nakuru.



*Front view of the completed Eldoret Regional Hospital (ERH) at Moi Barracks as at 30 June 2022*



*Ongoing construction of Lanet Regional Hospital at Lanet Barracks in Nakuru as at 30 June 2022*





*FRRH - Ongoing construction of Accident and Emergency Block at Kabete as at 30 June 2022*



*FRRH VIP Lounge*

3.7 The hospitals were equipped with state-of-the-art machines such as CT scan, X-Ray, dialysis, optometry machines and oxygen plants in Eldoret and Isiolo. MoD also recruited **712** medical personnel who were deployed to Defence Forces Memorial Hospital and Regional Hospitals. The Construction of Forces Referral & Research Hospital (FRRH) - Level VI at Kabete was 10% complete as at 30th June 2022. These developments have improved accessibility to healthcare by our soldiers and their dependants.



*A patient undergoing check-up at Defence Forces Memorial Hospital on 30 June 2022*

### 3.8 Infrastructure Modernization Programmes

The following modernization programmes were concluded in the FY 2021/22:

#### a. Land Programmes

Ser	Programmes	Funding Model
i.	MD 530F Attack Helicopters	GoK (FMS)
ii.	Troop Carrying Vehicles	GoK

#### b. Air Programmes

Ser	Programmes	Funding Model
i.	Upgrading of S600 Marconi Radars	GoK
ii.	C27J Spartan Medium Lift AC	ECA
iii.	AW139 Augusta VVIP/VIP Helis	ECA
iv.	Sky truck C145	GoK

#### c. Maritime Programmes

Ser	Programmes	Funding Model
1.	KNS Shujaa Mid Life Refit	GoK



The ongoing modernization programmes to address capability gaps within the Land, Air and Maritime domains are:

**1. Infrastructure in Support of Security:** Projects involve: land acquisition and development in support of force posture; adoption of modern communication and information systems; and border security infrastructure.

**a. Land Programmes**

Ser	Programmes	Funding Model
i.	Armoured Personnel Carriers	ECA
ii.	Small Arms Ammo Production Lines	ECA
iii.	Training Simulators (IVTSS, ITESS, FFSS)	GoK
iv.	Enhancement of Engineer Capability <b>Cbt Engrs Sys; Horizontal Engrs Sys; Vertical Engrs Sys; Disaster Engrs Sys</b>	Supplier Credit

**b. Air Programmes**

Ser	Programmes	Funding Model
i.	Air Defence Missile	ECA
ii.	Y-12 MEDEVAC	Supplier Credit
iii.	Y-12 MPA	Supplier Credit
iv.	Aviation Centre of Excellence (ACE)	GoK



### c. Maritime Programmes

Ser	Programmes	Funding Model
i.	Mtongwe Shipyard	ECA
ii.	KNS Shupavu Refit	GoK
iii.	Integrated Maritime Surveillance System	GoK

**2. Infrastructure in Support of Training:** Projects involve support to manpower development through upgrade of institutional infrastructure and bilateral/multilateral cooperation with partners to develop other training facilities. Examples Include:

- a. National Defence University - Kenya (NDU-K)
- b. Aviation Centre of Excellence (ACE)
- c. Infrastructure for Recruits Training College (RTS)
- d. Infrastructure for Kenya Military Academy (KMA)

**3. Infrastructure in Support of Welfare:** These were projects for revamping the healthcare system, sports facilities and accommodation blocks and they included:

- a. Renovating of existing health facilities (Level I - III)
- b. Construction of regional hospitals in Nairobi, Eldoret and Isiolo
- c. Defence Forces Wellness Centre (DFWC) at Lang'ata
- d. Forces Referral and Research Hospital (FRRH) Level VI (specialized medical care for security agencies such as KDF, military veterans, NPS, KWS, NIS, KCGS, NYS and their families and VVIP facilities including for C-in-C) at Kabete.
- e. Sports facilities (Ulinzi Sports Complex at Lang'ata).
- f. Accommodation Blocks and Messes.
- g. Revamping of DEFCO and DESACCO facilities at DHQ, Embakasi and Kahawa.

**4. Infrastructure in Support of Humanitarian Civic Action (HCA):** HCA activities such as drilling of boreholes, construction of water pans (peace dams) and renovation of schools were carried out mainly in arid and semi-arid areas to improve living conditions of the locals. The activities included:

- a. Idido water pan (Marsabit)
- b. Demo water pan (Marsabit)
- c. Mukutani Borehole (Baringo)
- d. Kirimoni Borehole (Laikipia)
- e. Nyakoko Primary School (Kisumu)
- f. Merguit Primary School (Laikipia)

**5. Infrastructure in Support of National Development:** In line with the economic blueprint of Kenya Vision 2030, KDF undertook priority actions that contributed to the Government's Big Four Agenda as follows:

- a. Level IV hospitals for Kenya Prisons and National Police Service
- b. Hospitals for MoH in 7 Counties
- c. Rehabilitation of meter gauge railway network
- d. Revamping of Kenya Meat Commission
- e. Uhuru Gardens National Monument and Museum
- f. Rehabilitation of Uhuru and Central Parks



*The newly constructed Ulinzi Sports Complex-Lang'ata as at 30th June 2022*



3.9 The Ministry, on multi-agency approach to national security, continued to collaborate with Ministries, Departments and Agencies (MDAs) and other stakeholders to achieve its mandate. In this regard, therefore, KDF collaborated with the Ministry of Interior and Coordination of National Government in conducting close operations such as Operation Amani Boni (OAB) in Lamu and Operation Rejeshu Utulivu at Nature Conservancy in Laikipia resulting in major outcomes that had a positive impact on national security. Other operations included manning of multi-agency roadblocks in Isiolo, Garissa and Kilifi Counties, among other areas.



*A multi-agency security team during Operation Rejeshu Utulivu in Laikipia on 20 November 2021*



3.10 Regionally, KDF deployed troops alongside other Troop Contributing Countries (TCCs) under AMISOM/ATMIS Sector 2 (Somalia), UNMISS (South Sudan), UNAMID (Darfur), MINUSCA (Central African Republic), MINUSMA (Mali) and QRF elements in the Eastern DRC. These deployments were instrumental in fostering regional peace and security.

3.11 MoD also played a leading role in international cooperation by supporting and participating in EASF, EAC, ICGLR, IGAD, AU and UN programmes and activities. These activities included workshops, Sectoral Council Meetings, Policy Organs Meetings (POMs), training exercises, sporting and cultural activities.

3.12 In addition, MoD performed ceremonial duties which included National Days' celebration parades, reception and provision of security to visiting dignitaries and Heads of State and/or Government.



*H.E. President Uhuru Kenyatta inspecting a Guard of Honour during Jamhuri Day Celebrations at Uhuru Gardens National Monument and Museum on 12 December 2021*

3.13 Humanitarian Civic Action (HCA) Activities. KDF engaged with local communities in environmental conservation and climate change mitigations aimed at winning locals' support as part of corporate social responsibility in the regions. The Ministry conducted several HCA activities in support of the Government Agenda as follows:

3.13.1 Water Provision: The Ministry sank community boreholes at Mukutani in Baringo County and assisted locals to harvest rain water through construction of water pans, dams, shallow wells and underground water collection tanks at Kirimoni in Samburu, Kapedo in Turkana and Idido & Demo in Marsabit. These projects have benefitted the locals by supplying water for human & livestock needs and for small-scale farming and thereby reducing resource-based conflicts in the arid and semi-arid areas.



*Kirimon Water Pan  
Samburu County*

*Furole Water Pan  
Marsabit County*

*Kapedo Water Pan  
Turkana County*

3.13.2 Further, MoD in conjunction with Kenya Railways continued to provide support to Civil Authorities in the rehabilitation of infrastructure such as the meter-gauge railway lines and construction of new railway stations. The restoration eased movement of people and goods across the counties.





*Rehabilitation of the 37 Km Elburgon MGR (Before and After)*



*Ongoing Nyahururu Railway Station*



*Ongoing Ol Kalou Railway Station*



3.13.3 Food Aid: On behalf of the Republic of Kenya, KDF delivered 24 tonnes of assorted medicine, dried food, meat and meat products in support of humanitarian effort in Goma, DRC.



*GOC East/Com Major General Ayub Matiiri delivers a consignment of relief food from the KDF following the eruption of Mount Nyiragongo in Goma, DR Congo on 8 June 2021.*

3.13.4 Health: During the COVID-19 period, the Ministry spearheaded leadership and management of the Multi-agency COVID-19 Monitoring Centre in Embakasi that saw the monitoring and coordination of all National efforts in the control of Covid-19. In addition, the KDF carried out fumigation exercises around areas of Nairobi and Mombasa.

### **3.14 Information Management**

3.14.1 Development of Cyber Hygiene Guidelines: MoD developed and published cyber hygiene guidelines during the period under review. The Handbook outlines key threats and attacks that KDF infrastructure is prone to. These threats include, and are not limited to, malware attacks and denial of service attacks. The Handbook also outlines guidelines on the use of public Wi-Fi connections, MoD emails and access control through use of complex passwords and security tokens.

3.14.2 Development of New Identity Card: In light of advancements in technology, the Cyber Security Team spearheaded development of new ID Cards for MoD service personnel, retired veterans and their spouses as well as MoD civilian personnel. These ID Cards have state-of-the-art security measures that cannot be replicated by malicious actors. The new ID security system is further bolstered by inclusion of new biometrics which include facial and fingerprint data ensuring the correct ID is being used by the correct person.

### **3.15 Environmental Security**

KDF Environmental Security Department is mandated to enhance mission readiness by developing policies and strategies to address environmental security threats as an integral part of Kenya's defence architecture. In order to accomplish this, the KDF Environmental Security Programme is implemented along six focal areas, namely: ecological restoration; pollution control; climate change mitigation and adaptation; resource utilization and efficiency; education, training and awareness; and partnerships.

Among the milestones achieved towards mitigating climate change include the planting of over one million trees across various forests. This included over three hundred thousand mangrove seedlings in Tudor Creek in support of the Blue Economy and planting in major water towers such as Mau, Mt Kenya and Mt Elgon forests.

The Ministry also undertook environmental training, advocacy and awareness creation initiatives in partnership with other organizations. This included training personnel on waste management, tree nursery management, and climate change sensitization. Further, MoD operationalized a pilot Integrated Solid Waste Management System (ISWMS) and a biogas system as part of energy sustainability initiatives.





*Maj Gen Peter Muteti (ACDF OPD & T) (in suit) being taken through the solid waste management and biogas system facility at the Defence Headquarters on 31 January 2022*



- The Ministry continued to expand its partnerships portfolio through new engagements with the Greens of Africa organisation, Equity Bank Foundation and National Bank of Kenya, among others.



*KDF personnel in partnership with Equity Bank plant trees at Recruits Training School (RTS) in Eldoret on 1 July 2021.*

**3.16 Research and Development:** R & D is an important aspect of technological advancement that seeks to improve capacity for technological innovation, self-reliance and quality of military systems.

MoD developed the National Security Science Technology and Innovation Policy and Strategy as part of STI mainstreaming; A Memorandum of Understanding (MoU) with the National Commission for Science, Technology and Innovation (NACOSTI); commissioning of MoD's waste management system at the Defence Headquarters on 1 February 2022; completion of the Biogas Digester System at DHQ as part of ISWMS; fabrication of medical equipment was completed, installed and commissioned at DFMH; while fabrication of DEFKITCH industrialized burner is ongoing at KOFC.

**3.17 Implementation of Presidential Directives:** The Ministry implemented fully all Presidential Directives, Circulars and Executive Orders as given. On Buy Kenya Build Kenya, military uniforms and civilian personnel wear are procured locally and civilian staff at MoD promoted African attire wear on Fridays. The Ministry also procured meat and meat products from KMC, milk from New KCC, rice from local millers and vehicles from local assembling plants.

3.18 Towards achieving 30% award of procurement opportunities to youth, women and persons with disabilities through the Access to Government Procurement Opportunities (AGPOs) programme, MoD awarded contracts/tenders worth **KShs. 1,764,243,774.00** to this group in the FY 2021/22.

3.19 On promotion of local content policy in procurement (Buy Kenya Build Kenya), the Ministry spent a total of **KShs. 6,625,173,671.00** (35% of general procurement budget) on procurement of local goods and services.

**3.20 Youth Internships:** The Ministry supported the Government policy on Youth Internship/Industrial Attachment/Apprenticeship by providing industrial attachment for 98 youth in its institutions. Over 300 placement positions for youth interns and attachees had been identified and documented for placements with sensitivity to the security environment of MoD.

**3.21 Human Resource Capacity Building:** Training and education at different levels took place across the rank and file of the KDF. This covered basic training for recruits at Recruits Training School (RTS) and cadets at the Kenya Military Academy (KMA). Joint Command Staff College (JCSC) and Joint Warfare Centre (JWC) trained mid-level career officers, Aviation Centre of Excellence (ACE) continued to train pilots while the National Defence College (NDC) conducted the national strategic leaders' course.

Training of technicians continued to be conducted at various institutions including Defence Forces Technical College (DEFTEC) and Kenya Navy Training College (KNTEC).

The Ministry recruited 346 and trained 488 civilian staff in various cadres to provide a wide range of support services to KDF.

**3.22 Implementation of the Gender Policy:** The Ministry's Gender Policy was launched and endorsed by H.E. the President in May 2017. This has seen inclusivity and effective engagement of female personnel at all decision-making levels. Further, various institutional regulations and guidelines have been reviewed in a bid to improve on gender responsiveness in the Ministry.



**3.22.1 Marriage and Family Welfare Policy:** This regulation was amended from its earlier version of 2005 to allow for recognition of single parenthood in KDF. It allowed for the publication of children of unmarried female soldiers who in turn enjoy benefits that come with publication. The regulation has enhanced gender inclusivity by recognizing the unique needs of female soldiers who give birth, suffer a still birth or neonatal loss to be entitled to maternity leave.

**3.22.2 Widows, Orphans and Dependants Policy:** This regulation acknowledges the increase in the numbers of vulnerable groups including widows and orphans arising from the recent deployments of KDF personnel among other factors. The regulation established the KDF welfare centres and the launch of the Military Wives Association of Kenya (MWAK) whose main role is to coordinate all issues relating to family welfare covering spouses, widows, orphans and dependants of KDF personnel.



*Chief of Defence Forces General Robert Kibochi and his Vice, Lieutenant General Francis Ogolla pose for a photo with MWAK Members during the inauguration of MWAK Offices on 17 March 2022.*



**3.23 Fight Against HIV/AIDS Infection:** The Ministry continued with awareness and prevention campaigns on HIV/AIDS through domesticating Public Sector HIV/AIDS workplace policy, establishing and operationalizing HIV/AIDS Control Unit based on National AIDS Control Council's (NACC's) guidelines. The Ministry also developed an annual work plan to guide HIV/AIDS activities and programmes.

**3.24 Cancer Awareness and Prevention:** Appreciating the challenges that cancer poses and the heavy burden it has brought to households and our health infrastructure, MoD implemented several programmes and activities aimed at creating awareness and prevention of the disease including celebrating of Cancer awareness month.

**3.25 National Cohesion and Values:** The Ministry implemented the Government Policy on National Cohesion and Values as provided for in Article 10 of the Constitution of Kenya 2010 by achieving 100% and was awarded a certificate for exemplary performance in mainstreaming national values and principles of governance.

**3.26 Corruption Prevention:** The Ministry developed and implemented Corruption Risk Mitigation Plan to combat and prevent corruption and unethical practices. KDF also constituted court martials for military personnel suspected of corruption and unethical malpractices.

### **3.27 MoD Semi-Autonomous Agencies**

**3.27.1 Kenya Space Agency:** KSA established under Legal Notice No. 22 of 7 March 2017 is mandated to coordinate, nurture and develop the Kenya space sector to maximize the utilization of space opportunities. It focuses on six major areas which include: agriculture, disaster management, security, communication, urban planning and resource management. Key achievements include the following:

- a. KSA hosted the inaugural Kenya Space Expo and Conference 2022 themed '*leveraging space capabilities for national development*'. The event focused on development of Kenya's space economy and utilization of space science, technologies and applications.
- b. The Agency hosted a space sector stakeholders forum to discuss issues on earth observation and its applications, Space Science, Space Engineering and Space Law.
- c. Implemented project on Monitoring for Information and Decisions using Space Technology (Project MIDST) to support Ministries, Departments, Counties and Agencies (MDCAs) to develop solutions locally using open-source data, tools and systems. The Agency also completed pilot projects on forest mapping conducted in Aberdares and Ngong and on urbanization monitoring in Nakuru.

- d. Developed model Geographic Information System (GIS) policy for Makueni County to support sustainable development of GIS facilities in counties, data collection and management, and governance.



*Defence CS Hon. Eugene Wamalwa tours an exhibition booth during the Kenya Space Agency (KSA) Expo and Conference held at Sarit Centre in Nairobi from 15 to 17 June 2022.*

**3.27.2 Kenya Shipyards Limited:** Kenya Shipyards Limited (KSL) was established vide Executive Order CAB/GEN.3/1/1 (60) dated 14 August 2020 by the National Security Council to address operationalization requirements of the Kenya Navy and MDAs. The company utilized resources to generate revenue for the government by tapping into available local and regional market for construction, repair and maintenance of ships and provision of other maritime services.



It is envisioned that the shipyards will contribute to the growth of the Blue Economy in Kenya and the East African region. In addition, the shipyards are enablers of the Kenya Vision 2030 Economic Blueprint. The Kisumu shipyard supported movement of more than 50 million litres of fuel between the port city of Kisumu and Uganda.

**3.27.3 National Defence University - Kenya (NDU-K):** The National Defence University - Kenya was chartered to offer security and strategic-related degree courses. To operationalize the charter, the University developed a five (5) year strategic plan, formulated statutes, relevant policies and human resource instruments as the basis for mandate accomplishment.

The University completed construction of an administration complex at Lanet and admitted a total of 447 students in its various colleges. It is currently working with stakeholders to offer its programmes regionally and globally to increase Kenya's contribution towards international peace and security.

**3.27.4 Kenya Meat Commission:** Through Executive Order No. 3 of 7 September 2020, the Kenya Meat Commission was transferred from the State Department of Livestock to MoD. The FY 2021/2022 was significant to the history of KMC. During the year, the focus was on the implementation of KMC Business Plan 2021 with the aim of turning around fortunes of the commission into a profitable and self-sustaining meat processor. KMC continued to grow its market in both Government institutions and commercial markets. The operating environment was affected by prolonged drought which affected supply of quality livestock. The following key achievements were made during the year:

- a. **Increased Production:** The target for FY 2021/22 was to increase factory production capacity from 1.4% to 20%. This was achieved due to recovery of unserviceable factory systems with the operationalization of the canning line, rendering plant and blood processing line. The efficiency of the killing floor improved with reduced breakdowns. This enabled KMC to increase production capacity in various categories as compared to the previous year.
- b. **Trading Performance:** KMC expanded its market of fresh meat to all security agencies within Nairobi and its environs. In addition, it satisfied the total demand for corned beef for all security agencies which was previously being imported. As a result, revenue from the sale of meat and meat products grew to KShs. 2,802,538,721.00 from KShs. 407,482,159.00 realized in the year 2020/2021 recording a tremendous growth of 688%.
- c. **Creation of Employment:** KMC had 235 employees in the FY 2020/21 and it created new employment opportunities for 290 new employees in the FY 2021/22. This has grown the work force to current 525 employees.

- d. **Income for Livestock Farmers:** KMC increased uptake of livestock due to increased production from 8,527 to 60,210 heads of livestock and 1,066 to 9,220 sheep & goats. This increased income to farmers from KShs 366 million in FY 2020/21 to KShs 2.2 billion in FY 2021/22.
- e. **Improvement of Staff Welfare:** KMC revised the terms for pensionable employees through salary increment, establishment of medical scheme, staff lunch and defined pension scheme. Previously, employees were paid service gratuity.



*A delegation from Rwanda Defence Forces led by the Chief of Defence Staff Gen Jean Kazura visit the KMC Nyama Haven Depot on 3 June 2022.*



# SECTION 4

## 4.0 CHALLENGES

The Ministry attained the aforementioned accomplishments amidst a number of challenges including:

- 4.1 **Exchequer Constraints:** During the FY 2021/22, the budget was not fully implemented due to exchequer constraints that led to pending bills of KShs. **1,755,046,240.**
- 4.2 **High Cost of Security Equipment, Systems/Technology and Training:** The vulnerability of the economy to internal and external shocks resulted in increased inflation and this resulted to slow economic growth, high standard of living and high purchasing power for goods and services.
- 4.3 **Military Lands:** Land set aside for military use has in recent years become the subject of disputes, conflicts and encroachment as well as the continuous and uncontrolled development of land adjacent to military assets. This has threatened the long-term ability of the MoD to deliver on its mandate. The following challenges have been experienced in management of military lands:
- i. **Encroachment:** A number of military lands have been encroached by local population, some of whom have constructed either permanent or makeshift structures.
  - ii. **Pending Court Cases:** Lengthy court proceedings delay the processing of ownership documents of military lands, for instance the case of Marsabit, Eldoret and the 78 Tank Battalion.
  - iii. **Acquisition of New Military Lands from Communities:** The competition between the National Government Safety and Security needs and the requirement to implement the Community Land Act No 27 of 2016 causes delay in acquiring land that would help the Ministry to implement its Strategic Defence Plan. The requirement to have the MoD align itself with the Constitution 2010 on land acquisition has for example taken MoD 10 years to be allocated land in Turkana County.
- 4.4 **Rapid Change in Technology:** Rapid advancement in military technologies leads to a high rate of equipment obsolescence.
- 4.5 **Research and Development:** R&D financing, infrastructure facilities, equipment and capital investment has been on a low scale and this has led to minimal impact of innovation, research and development effort.

**4.6 Human Resource Capacity Gaps:** Currently, the civilian in-post is approximately two thirds of the authorised establishment and retention of specialized staff remains a challenge. Despite this, KDF recruited personnel for various cadres and expanded their mandate. There's, therefore, a need for the Ministry to regularly recruit civilian staff so as to keep the civilian recruitment in tandem with the KDF recruitment.



*Recruits march past H.E Uhuru Kenyatta, the President of the Republic of Kenya and the Commander-in-Chief of the Kenya Defence Forces during a Pass-Out Parade at the Recruits Training School (RTS) on 5 November 2021.*



# SECTION 5

## 5.0 RECOMMENDATIONS

5.1 To enable the Ministry meet its constitutional obligations, there is need for increased budget allocation and continuous funding from The National Treasury.

5.2 Support of both the National and the County Governments to address the issue of encroachment, boundary disputes, uncontrolled development near military installations is required. MoD and its affiliated organizations to be exempted from payment of Rates and/or contribution in Lieu of Rates (CILOR).

5.3 The rapid changes in defence technology require the Ministry to constantly upgrade or replace military systems and platforms which calls for additional funding. The Ministry should continue to modernize its equipment to meet challenges of emerging and re-emerging security threats and dynamics of asymmetrical warfare.

5.4 MoD to continue strengthening and expanding the Ministry's R & D capacity by deliberately and progressively building human resource and financial capital to spur creativity and innovation. Collaboration and partnership with other institutions should also be enhanced. In addition, MoD interest may require policy consideration aligned to that of national view by NACOSTI mandated to regulate STI national framework.

5.5 MoD to collaborate with the National Treasury and the Public Service Commission to recruit more civilian staff to provide support services to KDF to continue discharging its ever-expanding constitutional mandate.

5.6 It is recommended that there be sustainable funding of MoD Semi-Autonomous Government Agencies (SAGAS) e.g Kenya Shipyards Ltd and Kenya Ordnance Factories which in turn would increase capacity, create more jobs and earn revenue for the Government.



*Ongoing construction of the first Kenyan-made Ship, MV Uhuru II,  
at the Kisumu Shipyard as at 30th June 2022*



# SECTION 6

## 6.0 CONCLUSION

The Ministry was able to fully achieve most of the set targets despite exchequer constraints and effects of COVID-19 pandemic, that made it attain excellent score in the Performance Contract in the FY under review. Focus areas were on military expansion, modernization, capacity building and infrastructure development. MoD will continue to discharge its constitutional mandate as provided for in Article 241(3) (a), (b) & (c) within the available resources to deliver defence for national development. The Ministry will upscale its national development activities by taking up projects that address the specific needs of the people of Kenya and engagement with other MDAs will be increased.

